

**TANZA WATER DISTRICT****QUALITY MANAGEMENT SYSTEM MANUAL**

Type of Document:

Quality Manual

Document No.

TWD-QM-ISO-001

Rev. no.

Ø

Page 1 of 40

Execution Date	Rev. No.	Revision Type	Change Description	Page Affected	Originator
November 4, 2016	Ø	New	Newly established in accordance to the ISO 9001:2015 requirements.	-	ISO Facilitator
January 4, 2017	Ø-A	Partial	Application of Audit Findings	37-40	ISO Facilitator

Prepared by:

KAREN P. MAESTRADO

Originator

Verified by:

KAREN P. MAESTRADO

ISO Facilitator

Approved by:

ENGR. MYRNA P. BOBADILLA

General Manager

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 2 of 40

## TABLE OF CONTENTS

Description	Page
1.0 Introduction	
1.1 Approval	4 - 6
1.2 TANZA WATER DISTRICT: OVERVIEW	
2.0 Description of the Company's Quality Management System	
2.1 Development of the QMS	6-7
2.2 Definition of Terms	
3.0 Quality Management System Documentation	
3.1 Documentation Structure	8
4.0 Context of the Organization	
4.1 Understanding the Organization and its Context	
4.2 Review and Actions of the Internal and External Issues	9 – 12
4.3 Needs and Expectations of Interested Parties	
4.4 Overview of the Quality Management System & Exclusion	
5.0 Leadership and Commitment	
5.1 Leadership and Management Commitment	12 – 16
5.2 Responsibility, Authority and Communication	
6.0 Planning of the Quality Management System	
6.1 Actions to Address Risks and Opportunities	
6.2 Corporate Quality Objectives Framework	16-17
6.2.1 Planning for QMS Objectives	
6.3 Planning	
6.3.1 Providing Resources	
7.0 Support	17 – 23

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 3 of 40

7.1 Management Resources		
7.1.1 Human Resources		
7.1.2 Infrastructure		
7.1.3 Environment for the Operation Processes		
7.1.4 Control of Monitoring and Measuring Equipment		
7.1.5 Organizational Knowledge		
7.2 Control of Documented Information		
8.0 Implementation and Operation of Quality Management System		
8.1 Product Realization		
8.1.1 Planning of Product and Service Realization		
8.1.2 Customer-Related Process		
8.1.3 Purchasing		
8.1.4 Product and Service Provision		23 – 27
9.0 Monitoring and Measurement of QMS Performance		
9.1 Customer Satisfaction		
9.2 Internal Audit		
9.3 Monitoring & Measurement of QMS Processes & Product		
9.4 Control of Nonconforming Product/Service		
9.5 Analysis of Data		
9.6 Corrective Action		
9.7 Management Review		27 – 33
10.0 Attachment 1: Quality Policy		34
11.0 Attachment 2: Tanza Water District Business Process		35
12.0 Attachment 3: Tanza Water District Organizational Structure		36
13.0 Attachment 4: Business Environment Risk Assessment		37

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 4 of 40

## 1.0 INTRODUCTION

### 1.1 APPROVAL

This manual is the primary document that defines the Quality Management System (QMS) of TANZA WATER DISTRICT in compliance to the requirements of ISO 9001:2015 standards.

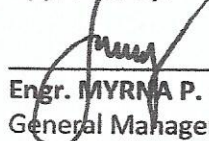
This manual contains a description of the TWD's Quality Policy and Business Processes on how the requirements are integrated in its day-to-day operations. It also contains how the TWD relates the quality policy to its commitment of providing excellent quality services.

This manual also includes a description of the organizational structure, responsibilities, procedures and resources of TWD in managing the quality of its services and maintaining its quality management system.

This Quality Management System Manual demonstrates TANZA WATER DISTRICT policies in ensuring quality of its services that meet the requirements of its customers. The Quality Management System of TANZA WATER DISTRICT was established in conformance to the requirements of ISO 9001:2015.

It is mandatory requirement that all employees adhere to the Quality Management System.

Approved by:

  
Engr. MYRNA P. BOBADILLA  
General Manager

Date:

**OCT 26 2016**

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 5 of 40

## 1.2 TANZA WATER DISTRICT: OVERVIEW

The **TANZA WATER DISTRICT (TWD)** was established under the provisions of Resolution No. 10-A, duly approved by the Sangguniang Bayan on March 24, 1988. Then incumbent Mayor Hermogenes F. Arayata, Jr. conferred with the newly organized Board of Directors to elect the officers.

It was on September 2, 1988 when Tanza Water District was issued Conditional Certificate of Conformance (CCC) No. 358 by the Local Water Utilities Administration (LWUA). The groundbreaking ceremonies followed on September 17, 1991. TWD started its full operation on August 1, 1995 with Pumping Station (PS) No. 1 as the main source of water supply. PS No. 1 is located at the back of the municipal hall of Tanza.

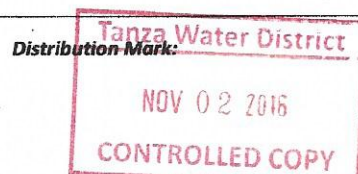
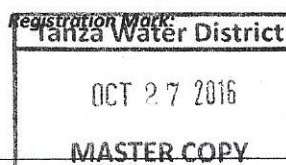
On January 02, 1996, the Tanza Water District occupied its newly constructed office and from then, development and acquisitions of multiple numbers of Pumping Stations up to a total number of nine (9) operational pumping stations built within the territories of the municipality of Tanza towered to serve its concessionaires.

TWD started from being categorized as a "Small Category" water district till it reached the "Big Category" on September 19, 2005. On April 2012, TWD was classified as a "Category C" water district by LWUA for following the guidelines of the Revised Local Water District Manual on Categorization, Re-categorization and Other Related Matters (LWD-MacRO). With the continuity of compliance on the rules, mandates and other regulations in accordance to being a local water utility, on August 2014, TWD achieved the "Category B" water district duly approved re-categorization by LWUA.

In delivering our service, we are guided by our vision, mission, and performance pledges:

### Vision

The **TANZA WATER DISTRICT** envisions itself as a service oriented, socially responsible institution, providing sufficient supply of water to all barangays of Tanza by properly utilizing and preserving its water resources, and improving and safeguarding its assets, through its professional and dedicated workforce, thereby delivering effective and efficient public service to all.



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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 6 of 40

## Mission

The TANZA WATER DISTRICT is committed to provide adequate, safe, potable and affordable water to the full satisfaction of all the people of the town of Tanza, Cavite.

## Performance Pledge

**D** - isiplina'y aming paiiralin, sa lahat ng oras tungkulin aming tutupdin.

**A** - garang aksyon aming hatid, anumang impormasyon ipababatid.

**L** - ingkod bayan kaming maituturing, kaya't serbisyo publiko aming uunahin.

**O** - rganisadong pamamaraan isasakatuparan, upang inyong "requests" mabilis maaksyunan.

**Y** - an ang aming panata sa sambayanan, taos pusong paglilingkod laging maaasahan.

## 2.0 DESCRIPTION OF TWD'S QUALITY MANAGEMENT SYSTEM

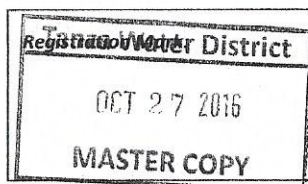
### 2.1 Development of the QMS

The Quality Management System (QMS) of TANZA WATER DISTRICT is developed through rigorous study of the existing system, applying improvements and various changes in compliance with the ISO 9001:2015 Standard.

TANZA WATER DISTRICT maintains Quality Management System that effectively control the business process of the agency. The business process enables TWD to provide quality service in the most cost-effective manner and with the level of quality that meet customer requirements.

TWD periodically monitors, evaluates and implements quality aspect control of its activities and services and realizes acceptable quality performance through continual improvement. The scope of the Quality Management System covers the operation, maintenance and treatment of water supply.

This Quality Management System defines operating methods of controlling the quality management concerning work at each division for the purpose of embodying the TWD's Quality Policy as set forth by the Top Management.



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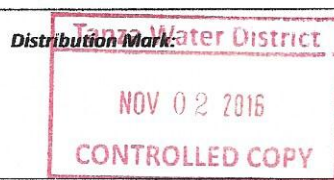
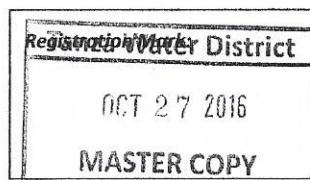
Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 7 of 40

## 2.2 Definition of Terms

- 2.2.1 Quality – is the totality of features and characteristic of a product or service that bear on its ability to satisfy stated customers need.
- 2.2.2 Audit – the systematic, independent, and documented process to objectively determine the fulfillment of audit criteria.
- 2.2.3 Customer Satisfaction – customer’s perception of the degree in which the customer requirements have been fulfilled.
- 2.2.4 Continuous Improvement – recurring activity to increase the ability to fulfill the requirements.
- 2.2.5 Effectiveness – Extent to which planned activities are materialized and planned results are achieved.
- 2.2.6 Corrective Action – action to eliminate recurrence of detected nonconformity or other undesirable situation.
- 2.2.7 Nonconformance – non-fulfillment of a specific requirement, either of the standard or company policy, procedure and other planned arrangements.
- 2.2.8 Quality Policy – statement by the company of its intentions and principles in relation to its overall intentions and direction with regard to quality concerns, as formally expressed by the Top Management through the ISO Facilitator.
- 2.2.9 Quality Objective – overall goal, arising from the QMS Policy, that the company sets itself to achieve, and which are quantified where practicable.
- 2.2.10 SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats Analysis. A tool used to identify internal and external issues.
- 2.2.11 Risk – is an effect of uncertainty of objectives. An effect or a deviation from the expected – positive and/or negative impact in achieving the objectives.
- 2.2.12 AGSD – Administrative and General Services Division.
- 2.2.13 ACMD – Accounting and Cash Management Division.
- 2.2.14 CASD – Customer Accounts and Services Division.
- 2.2.15 CMD – Construction and Maintenance Division.
- 2.2.16 WRPDD – Water Resources, Planning and Design Division.



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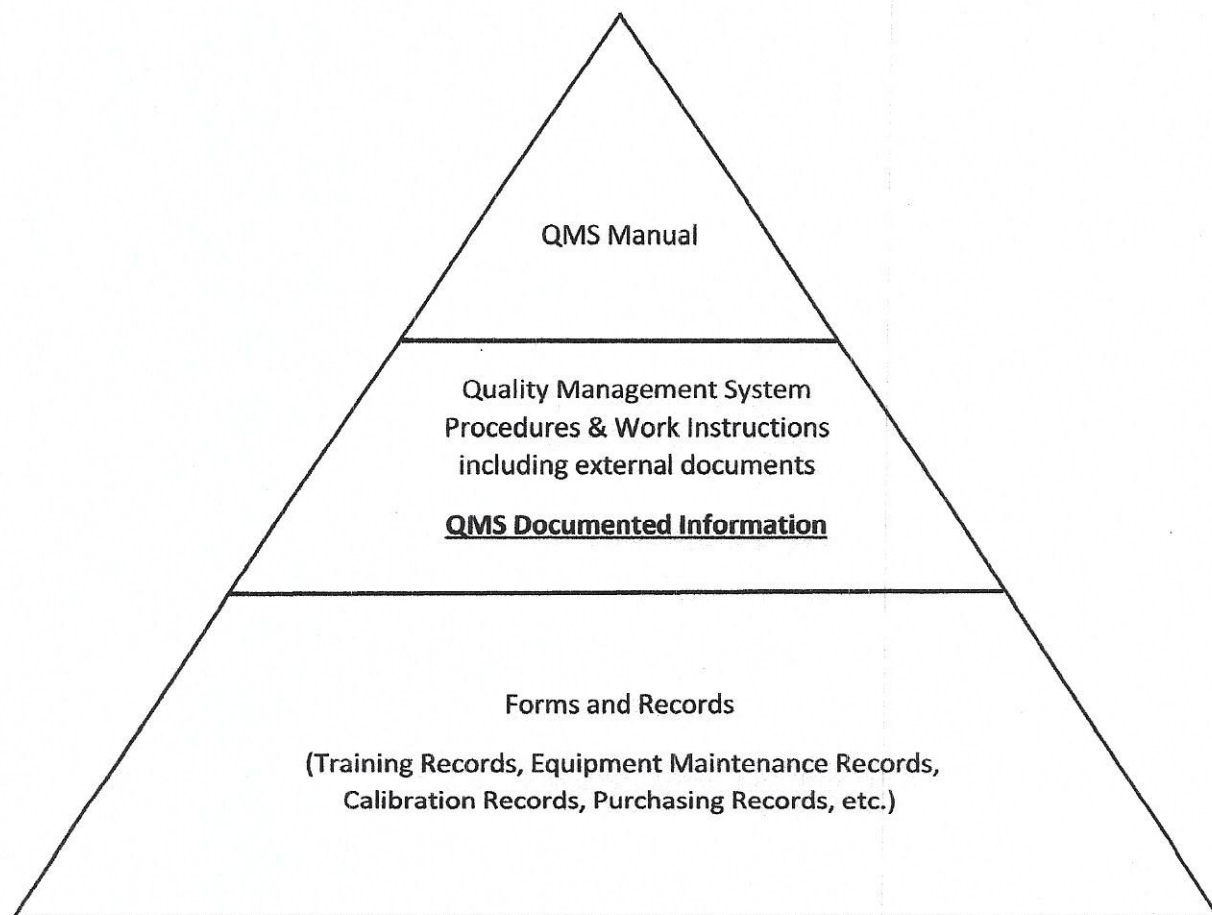
Revision Level : Ø

Page : Page 8 of 40

## 3.0 QUALITY MANAGEMENT SYSTEM DOCUMENTATION

### 3.1 Documentation Structure

The documentation structure of the Quality Management System is shown in the diagram below:



**Level 1** – The QMS Manual describes the policies of the organization to meet and address the requirements of the ISO 9001:2015 standard. It provides an overview of the whole quality management system of TANZA WATER DISTRICT.

**Level 2** – Quality Management System documented information which includes the procedures and work instructions that describes the operations that can be carried out and maintained under specified conditions including details of the documented information that are part of the Quality Management System and dependent on the complexity of the process, methods, training and competence of the personnel involved in the implementation of the procedures and work instructions.

**Level 3** – Forms and records are aligned to this level, which is an objective evidence to prove that a particular activity has been done and complied with.

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 9 of 40

## 4.0 CONTEXT OF THE ORGANIZATION

### 4.1 Understanding the Organization and its Context

- 4.1.1 The Top Management, ISO Facilitator, Division Managers used the SWOT Analysis in determining the internal and external issues that might arise in achieving the strategic direction of the TWD.
- 4.1.2 The Top Management, together with the ISO Facilitator, and Division Managers reviewed the output of the Division SWOT analysis to determine the internal and external issues of TWD in achieving its strategic direction.
- 4.1.3 The diagram below depicts the SWOT analysis done by TWD and on how the Strengths, Weaknesses, Opportunities and Threats interact with each other to establish strategic options.

Internal Context External Context		STRENGTHS	WEAKNESSES
		Issues related to value, culture, knowledge, and performance of the organization.	
OPPORTUNITIES	Issues arising from legal, technological, competitive, market, cultural, social and economic environments whether international, national, regional or local.	STRATEGIC OPTION (S-O)	STRATEGIC OPTION (W-O)
THREATS		STRATEGIC OPTION (S-T)	STRATEGIC OPTION (W-T)

- 4.1.4 Action has been formulated in such a way that the identified Strengths, Weaknesses, Opportunities and Threats has been considered to establish strategic options. The division will come up with their process risk assessment to ensure that proper assessment of possible risk within their area will be identified and necessary risk treatment will be established. Such risk and opportunities will be reviewed regularly to ensure on time monitoring will be done.

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 10 of 40

## References:

ISO 9001:2015 Clause 4.1 Understanding the Organization and its Context  
Risk & Opportunities Procedure (TWD-QP-ISO-005)

## 4.2 Review and Actions on the Internal and External Issues

- 4.2.1 Actions relating to the identified internal and external issues has been accomplished by the Division Managers.
- 4.2.2 Actions has been identified in such a way that the identified Strengths, Weaknesses, Opportunities and Threats has been considered.

## 4.3 Needs and Expectations of the Interested Parties

- 4.3.1 The needs and expectations of the interested parties were identified by each division. The needs and expectations are the following:

Interested Parties	Needs (stated Services / Requirements)	Expectations (Implied Requirements)
Customer/Clients	24/7 potable water supply.	Immediate response and action pertaining to their complaints and/or requests.
Management	Clear and on-time decisions and directions from the BOD.	That the BOD will approve programs relevant to the operation of TWD.
Employees/Staff	Work in a conducive atmosphere with stable income to support family. To have clear directions from the management to be able to achieve good performance.	Protected by existing labor laws of governing bodies (Civil Service Commission)
Suppliers	Able to supply agency needs (e.g. maintenance and operational needs).	On-time payments based on agreed terms and conditions
Community	Provide piping system that protect them from fire. Fire hydrants in strategic locations.	Availability of water with high pressure in times of needs.

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001  
Revision Level : Ø  
Page : Page 11 of 40

Interested Parties	Needs (stated Services / Requirements)	Expectations (Implied Requirements)
Service Providers	Helps provide necessary works which cannot be done by existing personnel; specialized services.	Collect the amount agreed after the service is completed.
BIR, COA, DENR, CSC, LGU, DPWH, DOH, DBM, LWUA, NWRB	Cooperation in terms of the required documents needed in business operation.  On time submission of the requirement to ensure compliance to all regulatory requirements.	Compliance to all the requirements being imposed as prescribed by law.
Private subdivisions	Technical support and assistance during construction of water system.  24/7 supply of potable water.	Readiness of TWD personnel in case of turn-over.

## References:

ISO 9001:2015 Clause 4.2 Understanding the Needs and Expectations of Interested Parties

## 4.4 Overview of the Quality Management System and Exclusions

4.4.1 The Quality Management System described in this document applies to the process of collection, treatment, and distribution of potable water of TANZA WATER DISTRICTS. Inputs that are considered in planning and developing the QMS includes the requirements of the customers, processes for product realization, process interactions, criteria for product and process performance, and corresponding methods of measurements and analysis of product including the process for corrective action and continual improvement.

4.4.2 This manual is prepared to demonstrate and document our commitment to maintain a high-level of quality and customer-focused service within an environment that is focused on the customers and fosters continual improvement. It describes procedures that reflect our strategic decision to adopt a process approach across all areas of our operations in order to ensure compliance with international standards in addressing customer requirements and enhancing customer satisfaction.

4.4.3 Exclusion:

This clause of the standard is not included in the QMS 8.3 Design and Development.

The design for the service shall be based on the national standards set by the government agencies such as LWUA, DOH, DENR. TWD established Procedures and Work Instructions to

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 12 of 40

ensure that all the product / service requirements meet the requirements of the customer and the regulating agencies.

The Quality Management System of TWD shall be reviewed and revised, if necessary, to ensure the effectiveness in meeting its objectives and action plans. Review shall be done during management review meeting and on special meetings conducted to address urgent concerns that may affect the QMS. All revision that may occur on the system shall be recorded and shall follow the Control of Documented Information Procedure and other related procedures.

## 5.0 LEADERSHIP AND COMMITMENT

### 5.1 Leadership and Management Commitment

5.1.1 The Top Management show its commitment to have an efficient and effective Quality Management System through the following:

5.1.1.1 Establishing and promoting awareness and understanding of the Quality Policy to all level of TWD.

5.1.1.2 Relevant quality objectives and plans are set, maintained and achieved.

5.1.1.3 Communicating TWD goals and values on Quality Management System.

5.1.1.4 Assessing the performance of the QMS through management reviews and identifying areas that need improvements.

5.1.1.5 Providing the necessary resources to fulfill the TWD's plan and objectives.

5.1.1.6 The planning of the QMS is carried out to meet the requirements specified in the ISO 9001:2015.

5.1.1.7 The integrity of the Quality Management System is maintained when changes to the QMS are planned and implemented.

5.1.2 Quality issues are recognized and where appropriate, are controlled and managed.

References:

ISO 9001:2015 Clause 5.1 Leadership and Commitment

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 13 of 40

## 5.2 Responsibility, Authority and Communication

### 5.2.1 The General Manager shall be responsible:

5.2.1.1 For realizing the vision and attaining the mission of TWD. It is responsible for developing the short, medium, and long term plans of TWD, including fund sourcing strategies. It is where all the instructions for the implementation of policies emanate, and where TWD's operation is directed and controlled.

5.2.1.2 For providing adequate resources, setting priorities and establishing the TWD in fulfilling the requirements for the implementation and deployment of the Quality Management System.

5.2.1.3 For appointing the ISO Facilitator.

- Facilitates the establishment, implementation and improvement of the QMS
- Assist the General Manager to ensure that the established QMS and the Quality Policy is effectively implemented.
- Ensure that the risks and opportunities identified are well managed.
- Assists the divisions to closely monitor the implementation of the QMS and analyze their performance.

5.2.2 Administrative and Human Resource Department is responsible for human resource and development and the implementation and control of various administrative and general services. Human Resource Management includes all personnel services and training administration while Administrative and General Services include procurement; property and supply management; building, grounds and facilities management; and transport operations and maintenance.

5.2.3 Administrative and General Service Division (AGSD) is responsible for procurement processes, property and supply management, maintenance of building, vehicles and other equipment, as well as human resource management and development (recruitment, selection and placement, leave and compensation administration, employee welfare and discipline, training and development, and implementation of other personnel mechanisms).

5.2.4 Finance and Commercial Services Department is responsible for reporting the performance and financial position of the water district. Responsible for maintaining an accounting system and reporting with necessary internal controls to ensure its transaction are properly authorized. It is also responsible for budget preparation and allocation, and effective cash management through systematized collection and disbursement procedures. Also in charge of establishing and maintaining an effective commercial procedures and practices relative to processing of service

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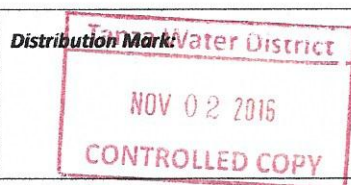
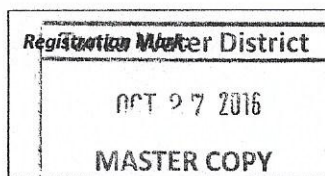


# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 14 of 40

connection applications, billing preparation, developing and implementing marketing strategies, handling customer requests, queries and complaints and generating reports and maintaining a sound records of customer master file.

- 5.2.5 Accounting and Cash Management Division (ACMD) is responsible for maintaining an accounting system to classify, record and consolidate accounting information. It is in charge of the preparation of financial statements, detailed expenses, monthly data sheet and bank reconciliation. It also established financial procedures to ensure conformity with applicable laws and regulation, prepares budget and directs cash management including the development of internal control ensuring effective collection and payment obligations.
- 5.2.6 Customer Accounts and Service Division (CASD) is responsible for directing and supervising all activities related to billing preparation such as computerized billing and data entries, meter reading, encoding and posting of water consumption, prompt and accurate processing of customer accounts, updating of customer master file and generation of the division reports. Also in charge of directing all activities relative to handling and undertaking customer-related services such as processing of service connection applications, issuance of work orders, disconnection, reconnection, meter testing and calibration, field investigations, acting upon illegal connections, reclassification of accounts, mapping/re-mapping procedures, and changes in account details. Also responsible for answering and attending to other customer complaints and requests and for conducting marketing surveys and promulgate programs on customer relations.
- 5.2.7 Engineering and Operations Department is responsible for the construction and maintenance of water supply facilities and their appurtenances; water resources management; water supply production, treatment and distribution; non-revenue water management; and planning, design, implementation and monitoring of various infrastructure and waterworks projects.
- 5.2.8 Construction and Maintenance Division (CMD) is responsible for the construction and maintenance of water distribution, transmission lines and reservoirs; mainline expansion and rehabilitation; and implementation and monitoring of waterworks projects. Specifically, the division is in charge of maintenance work such as meter transfer, jetting, major leak repairs, excavation, pipe laying, restoration, installation of standpipes, hydrants, blow-offs and other appurtenances.
- 5.2.9 Water Resources, Planning and Design Division (WRPDD) is responsible for water resources management; water supply production, treatment and distribution; non-water revenue management; and planning and design of various infrastructure and waterworks projects. Specifically, the division is in charge of monitoring pump operation data, maintenance of pump stations and water production equipment, facilities and other appurtenances.



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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 15 of 40

5.2.10 ISO Facilitator shall be responsible in:

- 5.2.10.1 Ensuring the Quality Management System requirements are established, implemented and maintained in accordance with ISO 9001:2015 standards.
- 5.2.10.2 Reporting the performance of the Quality Management System to the General Manager and Board of Directors for review to ensure its effectiveness and suitability.
- 5.2.10.3 Ensuring that Internal Audit and Management Review are being conducted on a regular basis.
- 5.2.10.4 Ensuring nonconformances are resolved with the appropriate corrective action to correct any system deficiencies promptly.
- 5.2.10.5 Liaison with third party certification body.

5.2.11 Division Managers

- 5.2.11.1 Establish and implement the set Quality Management System.
- 5.2.11.2 Promote the defined Quality Policy at all level of TWD.
- 5.2.11.3 Ensure that Quality Management System is understood and implemented within their respective areas and personnel are adequately trained.
- 5.2.11.4 Establish document and implement applicable procedures, working direction in support of the Quality Management System.

5.2.12 Internal Auditors

- 5.2.12.1 In charge of auditing the effectively implementation of the QMS and provide the management data of the performance of the QMS.

5.2.13 Document Controller

- 5.2.13.1 In charge of ensuring proper control and management of all documented information of the TWD. Facilitates to process the proposed review of procedures by the Department heads at least once a year to ensure its effectiveness.

References:

ISO 9001:2015 Clause 5.3 Organizational Roles, Responsibilities and Authorities

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 16 of 40

## Control of Position Description and Table of Organization Procedure (TWD-QP-AGS-003)

### 6.0 PLANNING OF THE QUALITY MANAGEMENT SYSTEM

#### 6.1 Actions to Address Risks and Opportunities

- 6.1.1 In determining the actions required for the Risks and Opportunities identified during the analysis of the context of the organization and the needs and expectations of the interested parties, TWD established a procedure in determining the required action.
- 6.1.2 All identified risks have been analyzed by the Division Managers using the Risk Assessment Registry.
- 6.1.3 All opportunities have been addressed during the performance of the Management Review under the continuous improvement agenda of the management review.
- 6.1.4 Monitoring of status of all actions taken for all identified risks shall be based on the Risk Assessment Registry which will be reviewed during the performance of the management review.
- 6.1.5 Monitoring of status of all opportunities shall be discussed during the performance of management review which will be performed at least twice a year.

#### References:

ISO 9001:2015 Clause 6.1 Actions to Address Risks and Opportunities  
Risks and Opportunities Procedure (TWD-QP-ISO-005)

#### 6.2 Corporate Quality Objectives Framework

##### 6.2.1 Planning for QMS Objectives

- 6.2.1.1 The quality objectives of TWD shall be based on the mandates of the Top Management. This shall be based on the Company Quality Policy. To achieve these objectives, relevant divisions generate plans for Quality Objectives wherein the objectives as well as the plan of activities are indicated. Resources and investments needed, accountable functions, target dates of start and completion, and the proposed roadmaps are also provided.
- 6.2.1.2 The Top Management, during the annual planning, establishes quality objectives of TWD. Information and data are considered from the following:

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : 0

Page : Page 17 of 40

- Customer feedbacks/ complaints
- Defined customer needs and expectations
- Supplier performance

6.2.1.3 The quality objectives aim to continually improve the operation and services of TWD including enhancement of customer satisfaction.

6.2.1.4 The Division Managers shall monitor the performance of TANZA WATER DISTRICT against its quality objectives quarterly. Data collected shall be consolidated, analyzed and presented to the management. Where appropriate, the results of the monitoring and review shall be the basis in determining / fine-tuning the TWD's objectives and plans for the next calendar year.

## References:

ISO 9001:2015 Clause 6.2 Quality Objectives and Planning To Achieve Them  
Quality Objectives

## 6.3 Planning

### 6.3.1 Providing Resources

6.3.1.1 The Top Management shall determine and provide resources needed in the implementation, maintenance and improvement of the Quality Management System and in the fulfillment of the quality objectives. These resources include human resource, work environment and infrastructure (office buildings, associated facilities, and transportation and communication skills).

## 7.0 SUPPORT

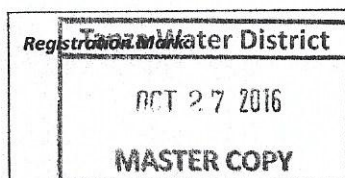
### 7.1 Management Process

#### 7.1.1 Human Resources

7.1.1.1 Tanza Water District ensures that it provides sufficient manpower for the effective operation of the management system, as well its identified processes.

7.1.1.2 TWD personnel performing work affecting the quality of service are competent on the basis of appropriate education, training, skills and experience.

7.1.1.3 The Top Management is aware of the importance and the vital role of each personnel in the TWD. The management invests on personnel development by providing series



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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 18 of 40

of trainings needed for the assigned activity and achieves the maximum potential to do such activity. The management also ensures that all personnel are aware of the relevance and importance of these activities in the accomplishment of the quality objectives.

- 7.1.1.4 The General Manager has the over-all responsibility and authority for the management and control of the entire TANZA WATER DISTRICT.
- 7.1.1.5 Division Managers shall be responsible to manage their respective divisions and ensure that services are delivered to clients with a mark of quality.
- 7.1.1.6 HR Unit of the Administrative and General Services Division (AGSD) shall be responsible for the over-all activities of personnel administrative function of the entire TANZA WATER DISTRICT.
- 7.1.1.7 The General Manager shall be responsible for the final review and approval of Annual Training Plan.
- 7.1.1.8 The Personnel Development Committee (PDC) shall be responsible for the development of Annual Training Plan and ensure the overall coordination to guarantee systematic and on-time implementation of the training program.
- 7.1.1.9 All Division Managers shall be responsible for identifying their personnel's training needs and submit the same to the PDC for review and consolidation.
- 7.1.1.10 All Division Managers shall conduct Training Needs Analysis to their respective division every year. The following shall be the sources of TNA: Result of Performance Appraisal, Departmental Input, Industry Practice, Management Direction, Survey, Process Performance and Individual Development Plans.
- 7.1.1.11 Trainer can evaluate the effectiveness of the training either by written report after training or verbal question and answer. But for the case of question and answer, the trainer shall establish the questions and record the result to the concerned individual trainee.
- 7.1.1.12 Training results shall be recorded in the Individual Training History.

## Reference:

ISO 9001:2015 Clause 7.1.2 People

ISO 9001:2015 Clause 7.2 Competence

ISO 9001:2015 Clause 7.3 Awareness

ISO 9001:2015 Clause 7.1.6 Organizational Knowledge

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 19 of 40

Human Resource Management Procedure (TWD-QP-AGS-001)

Competence, Training and Awareness Procedure (TWD-QP-AGS-002)

## 7.1.2 Infrastructure

7.1.2.1 The Top Management takes responsibility for ensuring the work environment is adequately supported by existing utilities, work facilities or support services necessary to achieve conformity to client requirements.

7.1.2.2 No unusual requirements exist beyond normal office, warehouse and distribution needs. Infrastructure needs shall be subject to annual planning or management review as needed. This infrastructure includes, but is not limited to:

- Buildings, workspace and associated utilities
- Process equipment; both hardware and software
- Supporting services such as transport and communication

7.1.2.3 Administrative and General Services Division (AGSD) and Construction and Maintenance Division (CMD) shall be responsible for determining the needed infrastructure for TANZA WATER DISTRICT. Any division requesting for additional requirement should request approval to the General Manager.

7.1.2.4 All infrastructures issued for whatever purpose it may serve shall be subjected to preventive maintenance in accordance with Infrastructure and Equipment Preventive Maintenance & Repair Control Procedure.

### References:

ISO 9001:2015 Clause 7.1.3 Infrastructure

Infrastructure & Equipment Preventive Maintenance and Repair Control Procedure (TWD-QP-AGS-011)

Equipment Commissioning Procedure (TWD-QP-AGS-012)

## 7.1.3 Environment for the Operation Processes

7.1.3.1 Work Environment that TANZA WATER DISTRICT requires to carry out its operations shall be determined and provided. Proper lighting and adequate ventilation shall be provided. Air conditioning shall also be provided where necessary.

7.1.3.2 Safety Rules and Regulations to maintain efficiency in production shall be documented and communicated to all associates. More specific description of the work

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 20 of 40

environment requirements shall be included in the quality plans and relevant procedures.

Reference:

ISO 9001:2015 Clause 7.1.4 Environment for the Operation Processes

## 7.1.4 Control of Monitoring and Measuring Equipment

7.1.4.1 TANZA WATER DISTRICT determines the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of service/product to determined requirements.

7.1.4.2 TANZA WATER DISTRICT establishes processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.

7.1.4.3 Where necessary to ensure valid results, measuring equipment are:

- Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification is recorded.
- Adjusted or re-adjusted as necessary.
- Identified in order to determine its calibration status.
- Safeguarded from adjustments that would invalidate the measurement result.
- Protected from damage and deterioration during handling, maintenance and storage.

7.1.4.4 In addition, the Tanza Water District assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. TWD shall take appropriate action on the equipment and any product affected.

7.1.4.5 Records of the results of calibration and verification are maintained according to Control of Documented Information Procedure.

Reference:

ISO 9001:2015 Clause 7.1.5.2 Measurement Traceability

Calibration Control Procedure (TWD-QP-CMD-003)

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 21 of 40

## 7.1.5 Organizational Knowledge

7.1.5.1 Tanza Water District also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

- Internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;
- External sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

7.1.5.2 This knowledge shall be maintained, and made available to the extent necessary and properly managed and controlled in accordance with the Control of Documented Information Procedure.

7.1.5.3 When addressing changing needs and trends, Tanza Water District shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

Reference:

ISO 9001:2015 Clause 7.1.6 Organizational Knowledge

Competence, Training and Awareness Procedure (TWD-QP-AGS-002)

## 7.2 Control of Documented Information Procedure

7.2.1 Control of Documented Information Procedure is established to describe the requirement for controlling internal and external documents, as well as establishing a system for document preparation, review, approval, registration, distribution, retrieval, disposal, numbering and traceability relating to ISO 9001:2015 requirements.

7.2.2 Documents are approved for adequacy prior to issue in accordance with the defined scope and method in the control of documented information procedure.

7.2.3 Documents are reviewed, and where necessary, updated and re-approved by the process owners and approved by the General Manager.

7.2.4 The nature of revision in the document is clearly identified in the revision history of each procedure.

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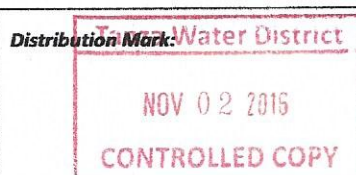
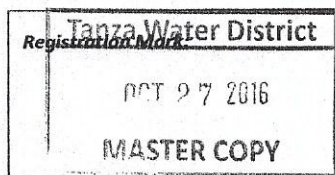
# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 22 of 40

- 7.2.5 Current versions of relevant documents are available at point of use and being distributed by the DCC.
- 7.2.6 Documents remain legible and readily identifiable by using permanent ink of any changes. Also, the final documented information should be computer-printed without any handwritten alteration.
- 7.2.7 Obsolete documents, which are retained for any purposes, are prevented from unintended use through proper marking. All obsolete controlled documented information shall be immediately disposed by the DCC upon issuance of the new or revised copy while the master obsolete copy shall be preserved for three (3) years. However, if there is no new obsolete document even when the three (3) years expires, the DCC shall always keep the latest obsolete master copy.
- 7.2.8 All Division Managers shall be responsible for the identification of new procedure or procedures for amendment.
- 7.2.9 The ISO Facilitator shall be responsible for reviewing and verifying the document approved by the division if it complies with the ISO 9001:2015 requirements and if there are interface procedures affected by the revision.
- 7.2.10 Documents, before issuance to the user and concerned division are reviewed and approved by proper authorities in accordance with the Control of Documented Information Procedure.
- 7.2.11 All documents shall be registered in DCC and shall be reproduced according to the number of division listed in the Distribution List.
- 7.2.12 The DCC shall preserve and maintain the master copies without damage and unauthorized release until its retention and preservation period.
- 7.2.13 The DCC shall preserve separately the obsolete master copies of documents as QMS records.
- 7.2.14 Obsolete and/or revised document and compliance obligations are retrieved and replaced promptly from all division issued upon. These obsolete controlled documents shall be disposed by DCC. Only obsolete original copy shall be kept by the DCC until its preservation period expires. Disposal shall be through shredding or recycling if it does not contain any confidential data.
- 7.2.15 Legibility of the document shall be maintained by using permanent ink in all the documents.
- 7.2.16 The document audit shall be performed by the ISO Facilitator during the scheduled internal audit to check the document control of all divisions.



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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 23 of 40

- 7.2.17 Documented information for identifying, filing, storing, maintaining and disposing of records was established and maintained. Records are handled, retained and stored in manners that prevent damage and deterioration.
- 7.2.18 All Divisions concerned shall be responsible for registering the list of their QMS records.
- 7.2.19 The DCC shall be responsible for maintaining the Master Record Control Register from the List of Records submitted by all Divisions.
- 7.2.20 The DCC shall be responsible for the preservation of all records after their maintenance period.
- 7.2.21 The ISO Facilitator shall be responsible for the approval of records submitted by the concerned division for registration in DCC.
- 7.2.22 Records shall be preserved for a specified period of time in such a way that they are readily retrievable for future reference. The integrity and legibility of the data input shall be protected by not using pencil in the data recording. Erasures shall be done by crossing out the word then the responsible person shall affix his/her signature. Liquid eraser shall not be used to ensure traceability of the origin of the erasures.
- 7.2.23 The proper disposal shall be done by shredding or recycling while the document data shall be disposed by crossing them out. Records/documents that contain technical data of the product shall be also subjected for disposal.
- 7.2.24 At least once a year all divisions who are using external documents in their process must check if there are already changes.
- 7.2.25 All documents pertaining to the disposal of record shall be maintained and safeguarded from unintended reproduction and use.

## Reference:

ISO 9001:2015 Clause 7.5 Documented Information

Control of Documented Information Procedure (TWD-QP-DCO-001)

## 8.0 IMPLEMENTATION AND OPERATION OF QUALITY MANAGEMENT SYSTEM

### 8.1 Product Realization

#### 8.1.1 Planning for Product and Service Realization

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 24 of 40

- 8.1.1.1 In order to ensure that applicable requirements are met, all processes from receiving of requirements to delivery of service shall be identified, and these processes shall be carried out under controlled conditions in accordance with the standard operating procedures and the established Citizens Charter of the TANZA WATER DISTRICT.
- 8.1.1.2 Concerned divisions shall ensure that services are delivered with quality and in consonance with established procedures.
- 8.1.1.3 Review of the overall performance of the QMS is conducted during scheduled internal audit to ensure consistency with the documented procedures and Management Review includes the identification of potential nonconformities and its prevention, opportunities for improvement for quality policy.

## Reference:

ISO 9001:2015 Clause 8.1 Operational Planning and Control

Water Quality Control Procedure (TWD-QP-WRP-001)

Water Supply Control Procedure (TWD-QP-WRP-002)

Budget Control Procedure (TWD-QP-ACM-002)

## 8.1.2 Customer-Related Processes

- 8.1.2.1 Concerned division providing services to customers shall determine requirements related to the service to be offered. Procedures were established for services offered by the Tanza Water District and requirements to avail such services are defined.
- 8.1.2.2 Concerned division shall review the requirements and ensure its completeness prior to processing of service. Service shall not be provided unless requirements are satisfied.
- 8.1.2.3 Concerned division shall communicate any of the following to its customers:
- Service information
  - Amendments of service requirements
  - Response to customer feedbacks
  - Response to administrative complaints
- 8.1.2.4 Customer Complaints shall be handled by the Customer Accounts and Services Division.

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 25 of 40

- 8.1.2.5 Administrative Complaints shall be handled by the Administrative and General Services Division based on due process under Revised Rules on Administrative Cases in the Civil Service.

## Reference:

ISO 9001:2015 Clause 6.2.1 Customer Communication

ISO 9001:2015 Clause 8.2.2 Determining the Requirements for products and services

ISO 9001:2015 Clause 8.2.3 Review of the Requirements for products and services

ISO 9001:2015 Clause 8.2.4 Changes to Requirements for Products and Services

CSC Revised Rules on Administrative Cases in the Civil Service (RRACS)

Water Service Connection Control Procedure (TWD-QP-CAS-001)

Handling Customer Complaints Procedure (TWD-QP-CAS-003)

## 8.1.3 Procurement

- 8.1.3.1 Procurement Control Procedure provides the guidelines on the requisition and purchase of all goods and services of the TANZA WATER DISTRICT.
- 8.1.3.2 Requesting division shall prepare a Request Form and submit to AGSD who shall prepare the Purchase Requisition and the Purchase Order together with all the attachments needed.
- 8.1.3.3 AGSD shall monitor all purchase orders against delivery using the Purchase Order Monitoring Logbook.
- 8.1.3.4 The Supply Officer and/or end-user division shall be responsible for checking the quantity and description as shown in the invoice delivery receipt if these conform to the PO.
- 8.1.3.5 AGSD shall be responsible for the accreditation, evaluation of suppliers' performance.
- 8.1.3.6 The General Manager shall be responsible for the approval and disqualification of suppliers.
- 8.1.3.7 AGSD shall be responsible for the supplier performance evaluation.
- 8.1.3.8 AGSD shall be responsible for the registration and disqualification of a potential and existing supplier and also be responsible for maintaining and updating the "List of Accredited Suppliers".

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 26 of 40

8.1.3.9 All existing suppliers shall be considered accredited but monitoring of performance shall be implemented.

8.1.3.10 AGSD shall compute for the weighted points for each criterion as well as the total points garnered by each supplier and recommend for the retention or disqualification of supplier.

8.1.3.11 AGSD shall inform the supplier on their performance rating on a semi-annual basis.

#### Reference:

ISO 9001:2015 Clause 8.4 Control of Externally Provided Processes, Products and Services  
External Providers Accreditation and Performance Evaluation Procedure (TWD-QP-AGS-006)  
Procurement Control Procedure (TWD-QP-AGS-005)

#### 8.1.4 Product and Service Provision

8.1.4.1 In order to ensure that applicable requirements are met, all processes from receiving of requirements to delivery of service shall be identified, and these processes shall be carried out under controlled conditions in accordance with the standard operating procedures and the established Citizens Charter of the TANZA WATER DISTRICT.

8.1.4.2 Concerned division shall ensure that services are delivered with quality and in consonance with established procedures.

#### Reference:

ISO 9001:2015 Clause 8.5.1 Control of Production and Service Provision  
ISO 9001:2015 Clause 8.5.2 Identification and Traceability  
ISO 9001:2015 Clause 8.5.3 Property Belonging to Customers or External Providers  
ISO 9001:2015 Clause 8.5.4 Preservation  
ISO 9001:2015 Clause 8.5.5 Post-Delivery Activities  
Water Quality Control Procedure (TWD-QP-WRP-001)  
Water Supply Control Procedure (TWD-QP-WRP-002)  
Construction Works and Implementation Procedure (TWD-QP-CMD-001)  
Engineering Design Control Procedure (TWD-QP-CMD-002)  
Calibration Control Procedure (TWD-QP-CMD-003)  
Billing Preparation Control Procedure (TWD-QP-CAS-004)  
Budget Control Procedure (TWD-QP-ACM-002)  
Disbursement Control Procedure (TWD-QP-ACM-001)  
Cash Management Control Procedure (TWD-QP-ACM-003)  
Water Service Connection Control Procedure (TWD-QP-CAS-001)  
Warehousing Control Procedure (TWD-QP-AGS-008)

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 27 of 40

Tools and Equipment Control Procedure (TWD-QP-AGS-009)  
Property Management Control Procedure (TWD-QP-AGS-010)  
Infrastructure and Equipment Preventive Maintenance and Repair Control Procedure (TWD-QP-AGS-011)  
Quality Plan & Work Instructions

## 9.0 MONITORING AND MEASUREMENT OF QMS PERFORMANCE

### 9.1 Customer Satisfaction

- 9.1.1 The Customer Accounts & Services Division shall be responsible for receiving and acknowledging the receipt of the complaints and coordinate the investigation to all concerned division.
- 9.1.2 Customer Satisfaction can be measured through the following:
- 9.1.2.1 Quality performance indices
  - 9.1.2.2 Promptness of service to clients
  - 9.1.2.3 Surveys/Questionnaires to clients
  - 9.1.2.4 Rating coming from the clients
- 9.1.3 The Division Manager of Customer Accounts and Service Division ensures the conduct of public assessment of service twice a year or as the need arises, checks data analysis, recommends course of action, if needed, and submits the survey results and recommendations to the General Manager.
- 9.1.4 The Customer Accounts and Services Division shall analyze the data tabulated and generate charts and figures.
- 9.1.5 The Customer Accounts and Services Team members conduct the survey in their respective designated areas within the established time frame. They shall tabulate the data daily and report to the Division Manager any complaint/commendation/reports expressed by the respondents during the survey.
- 9.1.6 The Information Officer collects and summarizes content of suggestion boxes, monitors negative publicities about the agency in internet forums, social media, and the tri-media, and reports the negative publicities to immediate supervisor.
- 9.1.7 The General Manager issues further instructions as he may see fit with respect to the results of the survey and feedback summary.
- 9.1.8 All Division Managers shall ensure implementation of instructions of the General Manager with respect to the results of the survey.

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 28 of 40

## Reference:

ISO 9001:2015 Clause 9.1.2 Customer Satisfaction

ISO 9001:2015 Clause 8.2.1 Customer Communication

Communication Control Procedure (TWD-QP-AGS-004)

Customer Satisfaction Procedure (TWD-QP-CAS-005)

Water Service Connection Control Procedure (TWD-QP-CAS-001)

## 9.2 Internal Audit

- 9.2.1 Internal Audits is planned to implement, verify and to determine the implementation and effectiveness of the Quality Management System. To continuously improve the documented procedures for the performance of Quality Management System, an internal audit shall be carried out, taking into consideration the status and importance of processes, areas to be audited as well as the results of previous audits.
- 9.2.2 An audit is to be conducted within TWD at least twice a year or as need arises depending on the implementation of the QMS to measure the effectiveness of the established quality management system.
- 9.2.3 The ISO Facilitator shall select and facilitates training of the lead auditor and auditors, quality team, and shall maintain the record of the qualifying process.
- 9.2.4 The auditors of TANZA WATER DISTRICT must have attended and completed the internal auditing training course conducted by a qualified trainer.
- 9.2.5 The ISO Facilitator shall prepare the Annual Audit Plan, have it reviewed and approved by the General Manager. It also includes matters such as training, result of the previous audit, nonconformances, corrective action, risks and opportunities, customer complaints or the degree of importance depending on the QMS and process performance monitoring during the implementation and review on the effectiveness of the QMS.
- 9.2.6 The ISO Facilitator shall approve the Detailed Audit Itinerary and the checklist.
- 9.2.7 The lead auditor prepares the audit report, let it be reviewed by the ISO Facilitator and approved by the General Manager.
- 9.2.8 The General Manager shall approve the Annual Audit Plan and can decide to have a special audit depending on the implementation of the QMS.
- 9.2.9 The auditor shall conduct the verification and investigation on the basis of the objective evidence to the specified requirement and record on the checklist.
- 9.2.10 The auditor shall record and summarize the audit contents and the nonconformances found during the audit based on the checklist, documented Quality Management System and ISO standard.

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 29 of 40

- 9.2.11 Upon completion of the audit and before the closing meeting, the audit team shall have an auditor's wrap-up meeting to evaluate the audit results and prepare the Corrective Action Request (CAR) to the nonconformances found during the audit and all other agenda in the review input in the standard. During the closing all CARs shall be issued to the concerned department and discuss the standard time to manage the closure of the CARs.

9.2.11.1 Time limit to reply is within three (3) days

9.2.11.2 Duration to implement the corrective action is within two (2) weeks

- 9.2.12 After the audit team meeting, the lead auditor shall hold the closing meeting and present the audit results to ensure that these are understood and accepted by the audited division.

- 9.2.13 The ISO Facilitator shall verify effectiveness of the action taken and report it to the General Manager. The report shall be presented during the management review meeting.

9.2.13.1 Duration to verify the effectiveness of the corrective action is after two (2) months of implementation of the action plans. In case the corrective action is not effective this shall be handled in accordance with the procedure.

- 9.2.14 The term of validity of the qualification of the auditor is one (1) year, and he shall acquire the re-qualification process one month before the expiration date of the qualification provided he had participated in an audit for more than 2 times for 1 year, otherwise, he will undergo the qualifying process of new auditor. However, re-validation of the auditors' competence who had participated the audit for more than 2 times in a year shall take a simple examination facilitated by the General Manager.

Reference:

ISO 9001:2015 Clause 9.2 Internal Audit

Internal Audit Procedure (TWD-QP-ISO-003)

Corrective Action Procedure (TWD-QP-ISO-002)

## 9.3 Monitoring and Measurement of Processes & Services

- 9.3.1 All Divisions shall monitor and measure the performance indicators of their processes to ensure conformance with the Quality Management System requirements. When targets are not met, correction and corrective action shall be taken, as appropriate.

- 9.3.2 The TANZA WATER DISTRICT shall employ a monitoring system to measure and verify that the service requirements are met and are carried out under controlled condition during all stages of service realization process.

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 30 of 40

## Reference:

ISO 9001:2015 Clause 9.1.1 General (Monitoring, Measurement, Analysis and Evaluation)  
Water Service Connection Procedure (TWD-QP-CAS-001)  
Calibration Control Procedure (TWD-QP-CMD-003)

## 9.4 Control of NonConforming Product

- 9.4.1 A procedure was established to detect and manage nonconformances on the implementation of the Quality Management System.
- 9.4.2 Nonconforming services shall be handled in one or more of the following ways:
- 9.4.2.1 By taking action to eliminate the detected nonconformity
  - 9.4.2.2 By authorizing its use, or acceptance under concession of a relevant authority where applicable, by the customer/interested party.
  - 9.4.2.3 By taking action to preclude its original intended use or application.
  - 9.4.2.4 By taking action appropriate to the effects, or potential effects, of the nonconformity after the service has been delivered.

## Reference:

ISO 9001:2015 Clause 10.2 Nonconformity and Corrective Action  
Control of Non-Conforming Services Procedure (TWD-QP-ISO-004)  
Corrective Action Procedure (TWD-QP-ISO-002)

## 9.5 Analysis of Data

- 9.5.1 The analysis and collection of data shall focus on the areas of customer satisfaction, service performance trends, internal audit results and nonconformance found during the execution of the service. The results of the analysis can contribute to the improvement of the QMS and measurement of the quality objectives.

## Reference:

ISO 9001:2015 Clause 9.1.3 Analysis and Evaluation  
Management Review Procedure (TWD-QP-ISO-001)

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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 31 of 40

## 9.6 Corrective Action

- 9.6.1 Corrective Action Procedure is established to investigate and determine the causes of the problems and nonconformities occurring to all quality assurance stages such as in dealing with suppliers, monitoring, measurement, production process, customer complaints, internal and external audit and any system improvement processes of TANZA WATER DISTRICT. This procedure also involves the process of taking the follow-up activities to prevent and eliminate recurrence of the nonconformance or problems encountered.
- 9.6.2 The concerned division that received the CAR shall record the cause of nonconformity, corrective action, and the date for completion of corrective action after the analysis of the cause of nonconformity and shall establish the corrective action, then shall return it to the requesting division (auditor) for verification of the implementation of the corrective action given.
- 9.6.3 The prepared CAR shall be reviewed by the requesting Division Manager and the CAR form shall be forwarded to ISO Facilitator for approval before recording in CAR Control Register.
- 9.6.4 The CAR No. shall be given by the DCC and the original copy of the CAR shall be sent to the concerned division after recording it in the CAR Control Register. Upon closing the CAR, the original copy shall be sent to the DCC while the duplicate shall be disposed.
- 9.6.5 The effectiveness of the action taken shall be closed after two (2) months of implementation to determine if the established corrective action is effective to completely close the nonconformance. The ISO Facilitator shall ensure that all corrective actions are effective otherwise issue another CAR.
- 9.6.6 The ISO Facilitator shall be responsible for finding the status of the total controlled CAR recorded in the CAR Control Register every month and report them in the scheduled management review.
- 9.6.7 The DCC shall file all closed CARS and submits report to the ISO Facilitator.

### Reference:

ISO 9001:2015 Clause 10.2 Nonconformity and Corrective Action  
Corrective Action Procedure (TWD-QP-ISO-002)

## 9.7 Management Review

- 9.7.1 Management Review is established to effectively manage the conduct of a Quality Management Review System to check and ensure the effectiveness and suitability of the quality management system being implemented by the entire TANZA WATER DISTRICT.

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# Quality Management System Manual

Document No.	:	TWD-QM-ISO-001
Revision Level	:	Ø
Page	:	Page 32 of 40

9.7.2 The review shall be done twice a year. This shall be undertaken in accordance with the Management Review Procedure.

9.7.3 To allow the management to carry out meaningful evaluation of the QMS, necessary information and data shall be collected and made available during the review process. The agenda for the management review shall include the following:

9.7.3.1 The status of actions from previous management reviews

9.7.3.2 Changes in:

- External and internal issues that are relevant to the QMS
- Needs and expectations of interested parties
- QMS Policy and QMS Objectives

9.7.3.3 Information on the performance and effectiveness of the QMS including trends in:

- Customer satisfaction and feedback from relevant interested parties;
- The extent to which quality objectives have been met;
- Process performance and conformity of products and services;
- Nonconformities and Corrective actions;
- Monitoring and Measurement results;
- Audit results;
- The performance of external providers;
- Opportunities for improvement;
- Relevant communications from interested parties, including complaints; and
- The effectiveness of actions taken to address risks and opportunities

9.7.3.4 Review output

- Adequacy of resources
- Any need to change to the QMS
- Resources needed

9.7.4 Irregular committee meetings can be held if the General Manager needs the committee, or if the ISO Facilitator or any member of the committee suggests special matters to the General Manager. In this case, the committee meeting can only be held if the General Manager has reviewed and approved it.

9.7.5 ISO Facilitator shall notify the committee members to hold the committee meeting at least a week before the actual meeting. Members shall prepare needed documents and materials before holding the regular committee meetings.

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## Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 33 of 40

9.7.6 The General Manager shall decide the schedule, responsible members for the decided corrective action, and notify them to complete the corrective action within the due date under the cooperation of section concerned if needed.

9.7.7 The ISO Facilitator and Division Managers shall monitor the status of the resolution during the meeting.

Reference:


ISO 9001:2015 Clause 9.3 Management Review

Management Review Procedure (TWD-QP-ISO-001)

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		Revision Level :	Ø
		Page :	Page 34 of 40

## 10.0 ATTACHMENT 1: QUALITY POLICY

### QUALITY POLICY

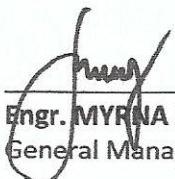
TANZA WATER DISTRICT is dedicated to effectively provide our water management services that meet or exceed our customers' requirements and expectations and conformance to all quality parameters required by international and statutory standards.

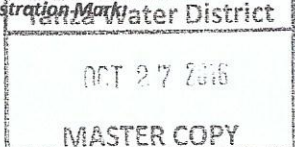
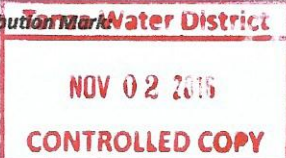
We shall continuously improve our processes, our people and Quality Management System by performing our best in terms of quality, time and efficiency to meet our goals.

In order to achieve this goal, we think and act as a team to give our customers the best service that we can give. Towards this end, we commit:

- a. To meet, if not exceed the standards set by the Philippine National Standards for Drinking Water (PNSDW).
- b. To make continuous improvement and innovation through learning from the lessons of the past and the experience of other service providers.
- c. To communicate our quality policy with our customers, and all other interested parties and encourage our employees to embrace quality as their personal commitment to TANZA WATER DISTRICT.
- d. To identify areas for improvement by conducting a regular review of the Quality Management System and subjecting the performance of TANZA WATER DISTRICT to regular internal audit.

Approved by:

  
**Engr. MYRNA P. BOBADILLA**  
 General Manager

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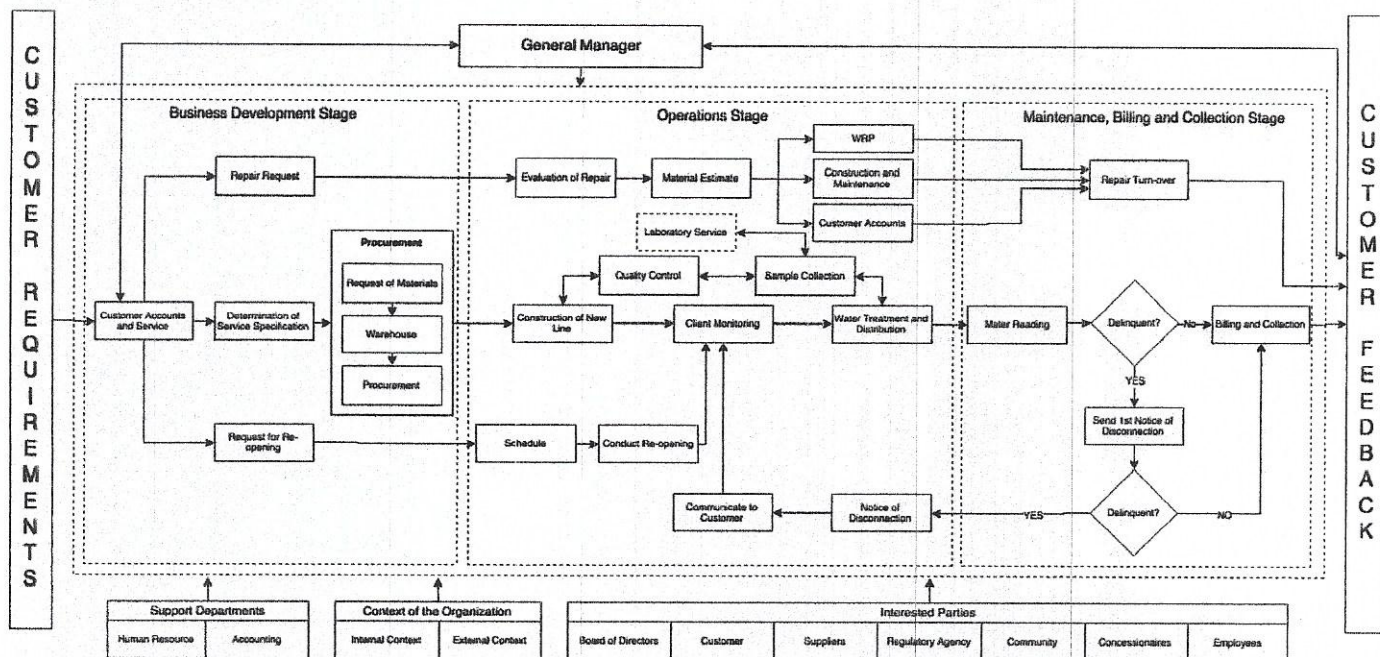
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Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 35 of 40

## 11.0 ATTACHMENT 2: TANZA WATER DISTRICT BUSINESS PROCESS



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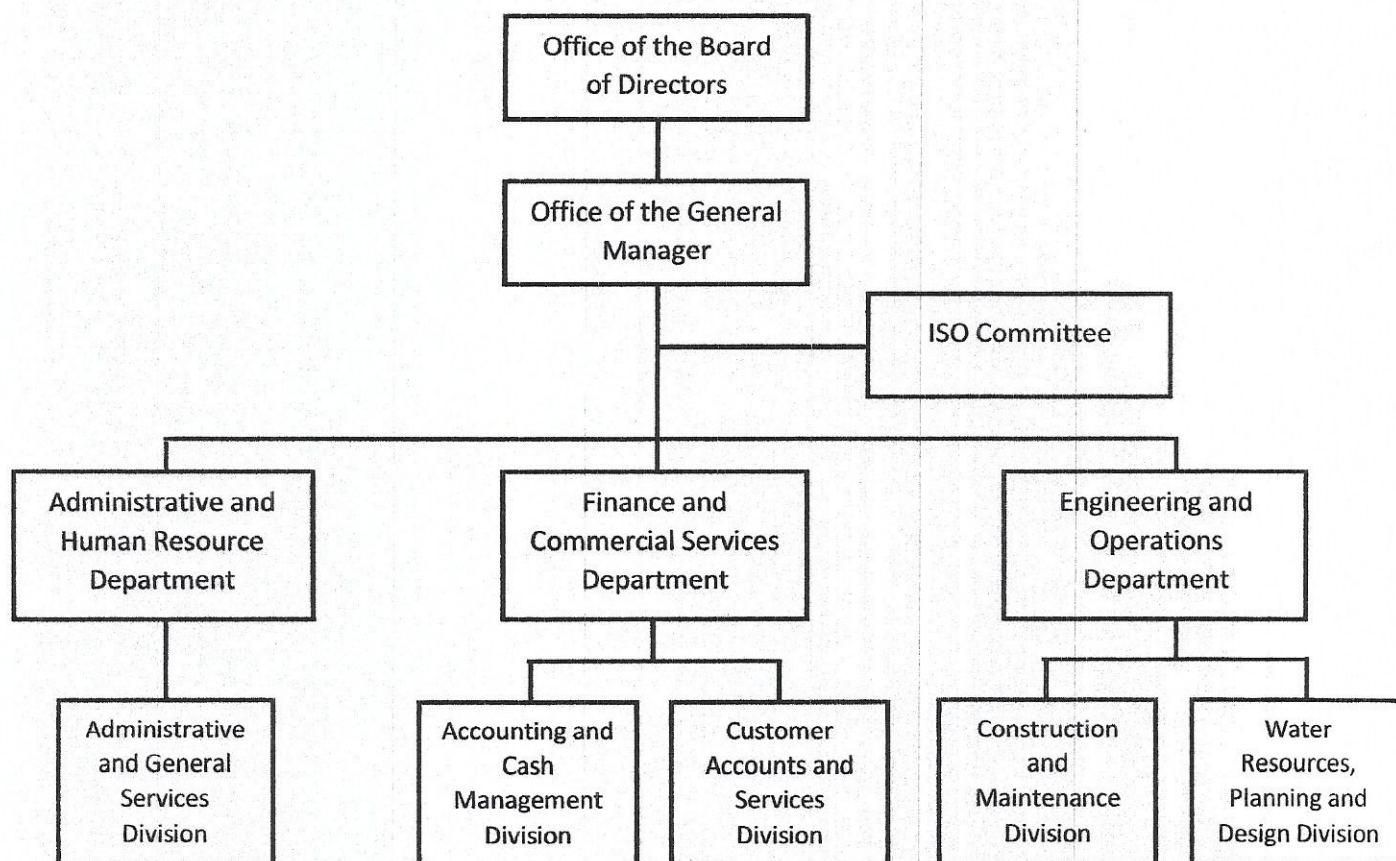
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Document No. : TWD-QM-ISO-001

Revision Level : Ø

Page : Page 36 of 40

## 12.0 ATTACHMENT 3: TANZA WATER DISTRICT ORGANIZATIONAL STRUCTURE



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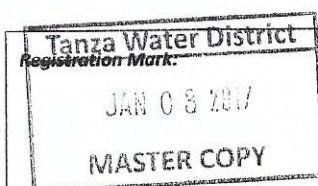
Document No. : TWD-QM-ISO-001

Revision Level : Ø-A

Page : Page 37 of 40

## 13.0 ATTACHMENT 4: BUSINESS ENVIRONMENT RISK ASSESSMENT

Strategic Objectives	Internal (issues related to values, culture, knowledge, and performance of the organization)		External (issues arising from legal, technological, competitive, market, cultural, social and economic environments whether international, national, regional or local)	
	Strengths	Weaknesses	Opportunities	Threats
Deliver effective and efficient public service	Delivery of efficient water through the unified piping system of all pumping stations to the concessionaires.	Reduction of water pressure if one of the pumping stations bogged down.	Further study latest technology to improve the existing unified piping system that even during calamity, water will not be contaminated.	Uncontrolled fluctuation of materials' market price. Existing people might not adapt immediately because of the technology that may result to delay in the delivery of water.
		Most of the equipment are old resulting to breakdown.		
		Not all Pumping stations have existing generator set that will result to stoppage or shortage of water supply.		Unexpected power interruptions which result to delay in water supply.
	Fully established planned maintenance program for all wells, pumps and safety devices to ensure the quality of water and services to all concessionaires.		Equipment will have longer life span that can accommodate expansion of the project.	Unavailability of parts needed for the repairs since not all parts are locally available.
	Enough personnel to efficiently operate the District daily and in case of emergency, a dedicated person as Public Information Officer to answer the concerns of concessionaires.	Unexpected absenteeism of key personnel due to personal reasons & since TWD maintains a lean organization, there are no back up in cases of emergency.	Introduce cross skills training so the people will be multi-skilled.	Migration of skilled personnel to other company or going abroad because of their new competency.



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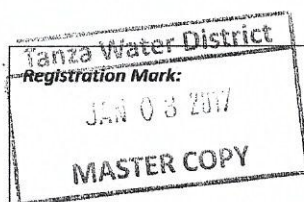
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Document No. : TWD-QM-ISO-001

Revision Level : 0-A

Page : Page 38 of 40

Strategic Objectives	Internal <i>(issues related to values, culture, knowledge, and performance of the organization)</i>		External <i>(issues arising from legal, technological, competitive, market, cultural, social and economic environments whether international, national, regional or local)</i>	
	Strengths	Weaknesses	Opportunities	Threats
Deliver effective and efficient public service		Absence of a more advanced chlorine residual testing kit and old main pipes that may result to high probability of water contamination and may also affect overall water quality.	Provision of the latest technology on determining the chlorine residual.	Old pipelines of the customers that may result to water contamination.
Ensure financial viability through sound accounting practices	TWD is financially stable and have a captured market.	Increased employee demand which tends to seek for greater opportunities.		
	TWD have enough funds to support the system in the event of worst scenario e.g. bogged down of pumping stations due to natural calamities and to restore them at the soonest possible time.	Depletion of funds due to cost of nonconformances (CONCS) e.g. personnel negligence during operations.	More funds saved means more opportunities to expand and modernize all aspects of operation of TWD.	Mismanagement of funds that might be used to other income-generating business then sacrifice the basic need of the water district.
	Efficient bill collection in due time.	Unexpected delays of payments from concessionaires disrupting the routine bill collection of TWD.	Computerization of meter reading computations and bill receipt for payment in partnership with Bayad Centers.	Bogged down in Billing and Collection System (BCS) due to outdated system or human failure. Data base may be corrupted that the data especially financial might be lost.



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# Quality Management System Manual

Document No. : TWD-QM-ISO-001

Revision Level : Ø-A

Page : Page 39 of 40

Strategic Objectives	Internal (issues related to values, culture, knowledge, and performance of the organization)		External (issues arising from legal, technological, competitive, market, cultural, social and economic environments whether international, national, regional or local)	
	Strengths	Weaknesses	Opportunities	Threats
Regular Management and Financial Review	Implementation of Management Review to monitor TWD overall performance.	The system is still not effectively implemented and validated, that there might be processes defined but it will not guarantee better performance and high productivity of TWD.	Still gather data of the QMS implementation as basis for refining the QMS.	People might decrease their efficiency since they need to strictly implement and document records of QMS implementation.
Properly utilize and protect water sources and facilities	Pumping Stations are well secured.		Assign a licensed & armed security Guard to all Pumping Stations.	Manpower prone to be easily attracted to external / competitors offers in terms of salary and benefits.
	Water level is still high that will enough be to support the water supply within the coverage of the water district.	There might be illegal tappers which results to high NRW.	Installation of CCTV cameras to tighten security.	
		No readily available of important devices such as VFD, soft starters, breakers for immediate use.	Availability of important devices reduce the inconvenience of customers.	Prolong delay of efficient service to customer.
Widen service coverage in terms of increase in number of households served	Continuous laying of pipes for the expansion of coverage of water services in all barangays of Tanza.	Delay in pipe laying, excavations due to special permits from DPWH, homeowners and landowners.	Higher income and profit of TWD.	Resistance of some residents against TWD pumping stations thinking that this will deplete their present source.

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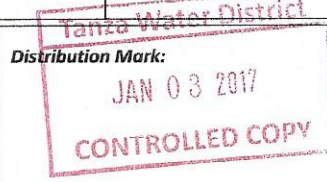
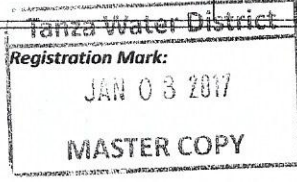
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Document No. : TWD-QM-ISO-001

Revision Level : Ø-A

Page : Page 40 of 40

Strategic Objectives	Internal (issues related to values, culture, knowledge, and performance of the organization)		External (issues arising from legal, technological, competitive, market, cultural, social and economic environments whether international, national, regional or local)	
	Strengths	Weaknesses	Opportunities	Threats
Learning and development of people - Competency	<p>Most of the people have already attended the required trainings and competent to handle their position.</p> <p>Willing to improve and easy to adapt changes of the organization.</p> <p>The GM is a technical person to understand the whole business process of TWD.</p>	<p>Since TWD implements lean organization we need to develop the people to be multi-skilled because they handle more than one function.</p>	<p>Enhancement of Organizational Development (OD) and strengthen training section to fully support TWD needs and requirements.</p>	<p>The people might be pressured to leave the company.</p> <p>Since they have more skills, they might look for better opportunity if the compensation package is not attractive to them already.</p>
Strengthen partnerships and linkages with other organizations through initiating projects and programs towards community development.	<p>Have a regular dialogue meeting with barangay officials and the community about the importance of safe and potable water supply in the community.</p>	<p>There might be time that personnel-in-charge cannot consistently conduct the dialogue due to workload.</p>		<p>They will use the dialogue meeting to discuss their grievance which contradict the objective of the dialogue due to familiarity to the TWD personnel.</p>
National regulatory requirements, permits and LGU requirements.	<p>Compliant to all required permits and tax and benefits payment to the government.</p>	<p>Sometimes, the existing manpower cannot immediately cope up to comply to the laws especially immediate mandate like the ISO implementation.</p>	<p>To improve the system without justifying so hard to the BOD because it's a mandatory requirement &amp; compliance, thus, TWD will be improved.</p>	<p>There might be people who will resign due to pressure.</p>
Market	<p>TWD water rate is lower compare to the private own water provider.</p> <p>Better quality since TWD is being regulated by government entity like DOH, RHU and LWUA.</p> <p>TWD captures 62% of the market share.</p>	<p>We still lack some infrastructure requirement like owned laboratory to closely monitor water quality.</p>	<p>Study establishing owned laboratory.</p> <p>Due to the market share, we need to have a better infrastructure plan for expansion.</p>	



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